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File TRAINING

OTR 79-1087

6-17-79

MEMORANDUM FOR: Director of Central Intelligence
 VIA: Acting Deputy Director for Administration
 FROM: Donald E. Smith
 Director of Training
 SUBJECT: Management Training

1. This memorandum and attachment set out the steps taken, or which are now underway, to upgrade and increase the management training content of the Midcareer Course and Senior Seminar. I hope that this progress will cause you to revise your estimate of the efforts we are making to reach this goal.

2. As stated in your note of 20 October, our initial attention was directed in late 1978 at a crash program to be attended by a high percentage of all Agency supervisors. With the assistance of [redacted] in lieu of this approach, we realigned the Management School curriculum into two ladders for the three different levels of managers--new supervisors, middle managers and executives. When I reported on this to you last summer, you also stated to me your desire to provide management/leadership training through the Midcareer Course and Senior Seminar. We have since been working on this program.

3. You are certainly correct in that the recent Midcareer Course, with which you met on 11 October, had little management coverage. This is changed in the Midcareer Course which started 3 November as well as in those which follow. The management segment of the November 1979 Midcareer Course will include coverage of group behavior, management systems in CIA, theories of leadership, listening skills, decision-making, problem employee cases, and managerial influence (for more details, see the attached schedule). Additionally, training on sensitivity to minority concerns, which you recently discussed with the

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Director, EEO and the DCI EEO Advisory Panel, are taken up twice, and Mr. Ware and I will be working out details of other EEO training.

4. In the January 1980 Midcareer Course the first week will be devoted entirely to "Leadership Styles and Behavior" which uses Agency-relevant case studies and incidents to illustrate the problems faced in supervision. The March 1980 Midcareer Course will commence with one week of training by the [redacted] which will stress the systems approach to understanding an organization and its members by combining the elements of effective executive performance with organizational theory. In the management training segments of the Midcareer Course, we are taking care to develop material which does not duplicate other management training, because many individuals taking the Midcareer Course will have already attended Management School courses.

5. Our plans are on their way to [redacted] for review, and he will come down in early December to go over them with us (a consultation which we had planned since our summer meeting). At the conclusion of this year's cycle of Midcareer Courses, the three different approaches will be evaluated to determine the most effective means of providing Midcareerists with this training.

6. Similarly, we are continuing to expand the coverage of management training in the Senior Seminar and we will also review this program with [redacted]. In addition to work on the Midcareer and Senior Seminar, we are examining with him some very basic changes in the OTR curriculum which carry organizational implications and about which I will report to you further.

7. If we appear to have moved slowly, it is only because we wish to do a thorough and professional job which will be consistent with the quality of these courses and meets the needs of the Agency employees. (In visiting the Harvard Business School last spring, I was advised that development of just one management case study may take up to one year.) We are enthusiastically committed to your goal to use management training as a means for improving Agency

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leadership and personnel management; it is gratifying to see the priority you place on this, and we are happy for your support of the training program. We would welcome further guidance and particularly your views as to which aspects of management training should receive higher priority.

Donald E. Smith
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cc: DDCI

Attachments:

Midcareer Course Schedule

Distribution:

Orig - Addressee, w/att.
1 - DDCI, w/att.
1 - ER, w/att.
1 - DDA, w/att.